



(University of Choice)  
**MASINDE MULIRO UNIVERSITY OF SCIENCE AND  
TECHNOLOGY  
(MMUST)**

**MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**MAIN EXAMINATION**

**2022/2023 ACADEMIC YEAR**

**FOR THE DEGREE**

**OF**

**MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT**

**COURSE CODE: HRM 803**

**COURSE TITLE: HUMAN RESOURCE DEVELOPMENT**

**DATE: WEDNESDAY, 14<sup>TH</sup>/12/2022**

**TIME: 2:00 -5:00PM**

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**INSTRUCTIONS TO CANDIDATES**

*Answer question **ONE** and any other **THREE** questions*

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## Question One

Read the text below and answer the questions that follow.

### TRAINING AND DEVELOPMENT AT PAPITO ENTERPRISE

Papito Enterprise is a reputable Kenyan steel manufacturing company with a number of branches spread across the country. The company has a long and proud history of training and developing its employees since it commenced operations eighteen years ago. While performing well in the marketplace, the management team continues to express dissatisfaction with level of employee performance. Characteristically, training needs analyses at the company have been 'gap-led', that is, training tends to be focused where the company identifies a gap in capability. Although employees can at times put themselves forward for training programs, there is no formal channel for doing so. In most cases, access to training is often anchored on personal relationships and the limitations imposed by departmental and organizational human resource development budgets.

Apart from sponsoring a few employees to attend external seminars and conferences, the company encourages and promotes workplace learning as it believes that people learn best when they do it for themselves - self-directed learning. It also conducts a number of in-house skills training programs every year intended to acquaint employees on implementation of new production methods and the firm's business strategy. Such programs are usually conducted at the company's head office. Quite often, a majority of the participants view the training programs a waste of time and resources particularly when they are conducted by external trainers with little practical understanding of the company's work processes. The Corporate Management Team (CMT) of the company has also voiced its reservations about the relevance and duration of the training programs offered by the company. The sad part is that most of the new skills learned in the training initiatives are lost and forgotten almost immediately. Failed training initiatives not only come at a cost, but they can also adversely affect employee morale and productivity of the company.

The Human Resource Manager (HRM), responding to a proposal by the CMT to reduce training costs is of the view that training programs lasting for more than four weeks are no longer feasible. Such programs have the twin problem of necessitating fixed investment and repeat sessions to cover employees in different shifts. In particular, the CMT wants the HRM to scale down on engagement of external training providers and find out why training and development programs are not yielding the intended results. It is hoped that the proposed interventions will enable the company to reduce training costs and enhance employee and overall organizational performance.

- a) Discuss the approaches training and development approaches used by company in the case study. (10 marks)
- b) Advise the company on the possible reasons why training is not yielding the intended results. (10 marks)
- c) What changes would you recommend for the company to make to its current training and development provision in order to reduce costs and improve performance? (10 marks)
- d) What type(s) of training do you believe will work best for the company? Justify your answer with regard to cost/benefit analysis. (10 marks)



**Question Two**

- a) The management of ABC Company intends to hire a Human Resource Development (HRD) Consultant to assist it in developing a training and development strategy. Discuss any five elements which should be incorporated in the strategy. (10 marks)
- b) There are a number of learning theories, each of which focuses on different aspects of the learning process as applied to people in general. Discuss any two (2) learning theories and how they relate to the training and development function in an organization. (10 marks)

**Question Three**

- a) Usawa Company intends to implement a change management program for its employees. Advise the Company on process of planning and successfully delivering the intended program. (10 marks)
- b) Human Resource Development Managers play various roles to exert as much influence as possible to ensure that organizational members have the competencies to meet current and future job demands. Discuss any five such roles played by HRD managers in organizations. (10 marks)

**Question Four**

- a) The need for evaluation is generally recognized by Human Resource Development Managers but there are barriers that explain why training evaluations are not carried out very effectively in organizations. Identify and discuss any five such barriers. (10 marks)
- b) The resource-based view of the firm emphasizes that 'distinctive human resource practices help to create unique competences that differentiate products and services and, in turn, drive competitiveness.' In view of this statement, discuss how a Human Resource Development Professional can make a contribution to the enhancement of knowledge management in an organization. (10 marks)

**Question Five**

- a) Many challenges face organizations today in respect of human resource development. List and discuss any five challenges and how they can be overcome. (10 marks)
- b) Discuss the role of the National Industrial Training Authority in the regulation of the training of persons engaged in industry in Kenya. (10 marks)

